



# Memorandum

TO: CITY COUNCIL

FROM: Mayor Chuck Reed  
Councilmember Nora Campos

SUBJECT: Acceptance of recommendations  
related to the Mexican Heritage Plaza

DATE: March 14, 2008

APPROVED:

*Chuck Reed*

DATE:

*3/14/08*

*Nora Campos*

## RECOMMENDATION

Accept Staff's recommendations from their March 10, 2008 memo with the following amendments and additions to achieve the vision of the Mexican Heritage Plaza as a Community Arts and Cultural Center. These recommendations are based on the consultants' reports and the numerous recommendations solicited from the community:

1. Establish a program that allows for some use of the Mexican Heritage Plaza (MHP/ Plaza) at a free or discounted rate to the community when the Plaza is not booked. There is a market within the Plaza's neighboring community that should drive community usage of the Plaza for events such as community performances.
2. Staff should begin an aggressive campaign to establish Membership at the Plaza. Annual membership should be broken into three levels to ensure the opportunity for all who are committed to the future of the Plaza to be engaged. The process should be completed in a three-month time frame. Membership should include these three different levels:
  - Volunteer: A commitment of 30 volunteer hours to the Plaza annually
  - \$100 donation annually
  - \$1,000 donation annually
3. The City Manager's Office will encourage the nearly 300 community members who have stepped forward to participate as stakeholders or to attend our community meetings to become Members of the Plaza. The Members will serve as the interim Membership-Based Advisory Committee (Committee). Members will be managed and overseen by the Arts Commission until an Independent Convener has been selected. This interim Committee will help to establish the Steering Committee and to advise staff on programming decisions.

## **Acceptance of recommendations related to the Mexican Heritage Plaza**

**March 18, 2008**

**Page 2 of 4**

4. Staff is directed to work collaboratively with the Committee to ensure programming is reflective of the priorities set by the community during the Community Outreach and Stakeholder processes.
5. The Independent Convener will help to convene and guide the Steering Committee. It is crucial that the Independent Convener be community-based and culturally competent. Staff will present submitted proposals from prospective Conveners to the CED Committee for recommendations to the full Council.
6. In addition to the work described in the staff report, the thirteen-member Steering Committee will be tasked with providing guidance on vital decisions for the Plaza and engaging local businesses to solicit feedback and best practices for marketing and outreach to the local and regional community. Final composition of the Steering Committee will be determined by the following parties from a list of nominees:
  - Membership (six representatives: two per level)
  - Arts Commission (two representatives)
  - City Council (three representatives)
  - Mayfair Neighborhood Action Coalition (one representative)
  - Gateway East Neighborhood Action Coalition (one representative)

Requests for nominations to the Steering Committee should be solicited from members that reflect community-based organizations, non-profit management, MHP Resident Art Partners, Mexican-American arts and culture, philanthropy, business, academics, and cultural facilities.

7. The Redevelopment Agency must partner with the Steering Committee to ensure that they have the ability to promote, enhance, and encourage the progress on one of the Plaza's core missions: to advance the economic development of the Alum Rock Business District, especially with respect to the Alum Rock Overlay plan, which is currently being developed.
8. Staff will present updates on their progress to the Community & Economic Development (CED) Committee within three months of the initiation of these processes. At this point, an informational memo will be submitted to the entire Council.
9. Staff should evaluate proposals based upon criteria developed through the City's extensive outreach with the community and stakeholders in the local area to ensure that the Plaza:
  - Reconnects with the community by ensuring the Plaza is grounded within the community and extends beyond the Plaza's walls;
  - Establishes a Board that is reflective of all stakeholders;

## Acceptance of recommendations related to the Mexican Heritage Plaza

March 18, 2008

Page 3 of 4

- Remains transparent and accountable;
  - Develops a business and governing model that is self-sustaining.
10. Direct the Redevelopment Agency Executive Director to move forward with reimbursing Mexican Heritage Corporation (MHC) for expenses incurred, and to be incurred, from this year's Mariachi Festival. MHC is to ensure greater partnerships and inclusion of our local Mariachi groups.
11. Upon completion of the business plan to progress the vision of a Community Arts and Cultural Center, the Steering Committee is directed to develop a process for establishing a permanent Board and selecting a non-profit operator that is capable of implementing a business model that is self-sustaining. The non-profit operator should also be tasked with promoting and enhancing the economic development of the Alum Rock Business District.
12. Full reports are to be brought before Council at 9 and 15 months into the process.

### **TIMELINE**

April 2008	<ul style="list-style-type: none"><li>• Staff will present a draft transition plan and proposed timeline to CED</li></ul>
April 1 – June 30, 2008	<ul style="list-style-type: none"><li>• Staff establishes Membership for the Plaza</li><li>• Nominations taken for Steering Committee</li><li>• Proposals received from independent conveners</li></ul>
June 2008	<ul style="list-style-type: none"><li>• Status report to CED and informational memo to Council</li><li>• Present to CED potential independent conveners for a recommendation</li></ul>
July 2008	<ul style="list-style-type: none"><li>• Membership selects Steering Committee</li></ul>
August 2008	<ul style="list-style-type: none"><li>• Arts Commission and City Council select Steering Committee</li><li>• Council to select an independent convener</li></ul>
September 1- November 30, 2008	<ul style="list-style-type: none"><li>• Steering Committee established by-laws and works with City Staff to develop a Business Plan to achieve the Community Arts and Cultural Center vision that is self-sustaining</li></ul>
December 2008	<ul style="list-style-type: none"><li>• Develop a process for establishing a permanent Board and non-profit operator</li><li>• Status report to CED and informational memo to Council by Staff and the Steering Committee</li></ul>
January 2009	<ul style="list-style-type: none"><li>• Full report to Council by Staff and the Steering Committee</li></ul>

## **BACKGROUND**

The Mexican Heritage Plaza is a significant social and cultural resource for San José. A vibrant and creative center, the Plaza reinforced the City's goal of celebrating our cultural history while supporting the local arts community. The Plaza holds a great importance for our community, and we want it to be successful today and for years to come.

While it is not the intention of the City to operate the Plaza indefinitely, we feel it is necessary that the City step in to ensure immediate focus is placed on establishing a community-based business plan that is self-sustaining.

The Mexican Heritage Plaza began with a vision to capture the spirit of the Mexican-American community and create an arts workshop environment that would invite artists, students, and audiences to participate in the visual, performing, and literary arts.

As we embarked on this process, our goal was not to alter the original vision to, "*affirm, celebrate and preserve the rich cultural heritage of the Mexican community and showcase multicultural arts within the region*," but to build upon that vision to achieve a Community Arts and Cultural Center. It was that original vision that inspired the community to come together and play an active role in identifying solutions to help the Plaza succeed and remain an essential part of San José.

However, as we move forward in this process to define the future role of the Plaza's as the center for Mexican-American arts and culture, it is important that the vision be expanded to create a greater cohesion with the surrounding neighborhood business district. In an effort to enhance the image of East San José as a vibrant and unique community, the vision for the Plaza should be broadened to include the revitalization of the surrounding community, the promotion of local economic activity, and an increase in local tourism.

We would like to thank everyone who attended the Community Visioning Day and the Community Outreach Session. The number of people in attendance far exceeded anyone's expectations for the meetings and displayed the strong support that the Plaza receives from the community. The Community Outreach Session on February 25, 2008 posed two questions to the group of over 130 people:

*What are the most important factors for a successful transition to a fully realized Plaza grounded in its original mission? (leadership, community re-engagement, Plaza operations, programming)*

*What would cause you to give of your financial or other support to the Plaza? What might that support look like?*

In Attachment A, you will find a complete list of the results and attendees from this meeting. Attachment B contains the results from the Community Visioning Meeting held August 23, 2007. Over 200 people were in attendance at this meeting that generated 225 ideas for implementing the vision of the Plaza. We look forward to this continued high level of participation from the community to ensure a bright and vibrant future for the Plaza.

## ATTACHMENT A

Community Outreach Session  
February 25, 2008

### Results from Small Group Break-out Sessions

#### **Top Responses to Question 1 by small groups:**

*What are the most important factors for a successful transition to a fully realized Plaza grounded in its original mission?*

*(leadership, community re-engagement, Plaza operations, programming)*

#### Blue Team: Leader- Olivia Soza Mendiola

- City needs to treat this facility like other city facilities (like Washington Center).  
Equity in operations cast by City

#### Green Team: Leader- Aurora Cepeda

- City run facility, MHP run the program

#### Red Team: Leader- Tamara Alvarado

- New leadership with understanding of cultural art programming

#### Yellow Team: Eva Terazas

- New BD & Director leadership

#### Orange Team: Leader- Sal Alvarez

- Change admin with staff/ Create "main street" Redevelopment with walk able shops & create foot traffic to support plaza

#### **Top Responses to Question 2 by small groups:**

*What would cause you to give of your financial or other support to the Plaza? What might that support look like?*

#### Blue Team: Leader- Olivia Soza Mendiola

- Volunteer coordinating at the Plaza

#### Green Team: Leader- Aurora Cepeda

- Lack of connection to the community, negative perception and no clarity where money is going

#### Red Team: Leader- Tamara Alvarado

- Community board to help set up community accessibility

#### Yellow Team: Eva Terazas

- Well managed organization, visionary programs/results oriented

## ATTACHMENT A

### Orange Team: Leader- Sal Alvarez

- Re-instate youth programs that use facility to advance talent (weekly, monthly performances) regular performances w/ schools etc.

### **Full Responses from small groups:**

### Blue Team: Leader- Olivia Soza Mendiola

#### **Question #1**

- Open to community.
- Accessible to community.
- Financially accessible to community (affordable)
- Two boards (FOUR BLUE STARS)
  - Fiscal Board (Board of Trustees)
  - Community Advisory
- Cultural awareness – classes – trainings groups = focused in Arts (affordable, free sliding scale) (THREE BLUE STARS)
- Financial sustainable model – grant organization programming.
- Partnerships with schools/colleges.
- Adult education classes - focus arts
- Include in Advisory Board/Commission Council input on Plaza (WACSA, MACLA...)
- Sustainability for expansion of programming – more programming means more money (maintenance)
- Develop leadership that can support this vision.
- City needs to treat this facility like other city facilities (like Washington Center). Equity in operations cast by City. (SEVEN BLUE STARS)
- Study other models that are successful.
- Possible two organizations to work out of the plaza.

#### **Question #2**

- Needs to be more affordable to local groups.
- The plaza is not inviting to local community.
- Volunteer coordinating at the Plaza (ONE BLUE STAR)
- Culturally focused series – partner with Plaza to put on events.

### Green Team: Leader- Aurora Cepeda

- Partner with SJSU foundation
  - BS, MS, PhD in Arts
    - Federal State, City funding, private
- Rename to Latin Heritage Plaza or California Heritage Plaza
- Re-engage w/ community
- MHC or City run

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- Agency or individual should be culturally aware and connected to the community.
- Why don't you give? Doesn't connect to community, give in kind.
- Negative perception/feel
- No clarity in where money is going.
- Reevaluate revenue stream
- Reevaluate costs
- Green technology to lower costs
- Lack of communications with community
- Money deficit vs. capability
- City run facility, MHP run the program \* *Question 1 Top Priority*
- Lack of connection to the community, negative perception and no clarity where money is going. \**Question 2 Top Priority*

Red Team: Leader- Tamara Alvarado

### **Most important factors for a successful transition:**

- Fresh start/leadership, 1
- Community trust (re-establish), 1
- Engage community (local)
- Partnerships with other agencies, 1
- Recognize the importance of this facility to this community, 1
- Establish realistic financial expectations – both expenses and income
- Diversify cash flow (continuous events) 3-5 years, in advance, 1
- 5-year strategic plan – 1. Corp. 2. Programming, 3
- Do not allow the city to take over the plaza, 1
- We should have goals and objectives
- Do not allow “bashing” each other (within the Latino community)
- Create Adv. Board (with power and influence to create change and implement
- Adv Board (Mariachi)
- Listen to the ideas – deep experience
- New leadership with understanding of cultural art programming, 8
- Re-establish the board
- Criticism has to stop
- Funding, 1
- ED & job training, with corporate support
- Strong programming
- Clarify the vision of arts and culture
- vis a vis ED and job training
- Sustainable BIZ plan (values based)
- Increase communication/educate constituency
- Rent it out more, 2
- Consensus need to be a goal, 3

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### Question #2

- Good service
- Information of what is offered to community
- More public knowledge of what the plaza has to offer
- Designated donations from community members
- Development and grant writers
- Partnering with other non-profits
- Good service and good programs
- Community members pay for the services
- Calendar of events that promotes services to community
- Community board to help set up community accessibility, 1

Yellow Team: Eva Terazas

### Question #1

- Community program – enhancement
- Community needs to be redefined
- New BD & Director leadership *\*Top Priority*
- Raise funds for community program (fundraising efforts)
- Credibility and trust (rebuild)
- Concerted effort to maintain funding base (increase)
- Experienced non-profit model and understand/support arts/model culture
- Commitment to outreach to local neighborhood
- Strong schools program
- Transparency and communication w stakeholders
- Consistent and high quality arts programs (regional and national)
- Open bid for new management
- Infrastructural milestone
- Steering committee team
- Right mix (non-profit, fundraising, foundations, arts)
- Specific communication plans
- Throughout “transition”
- Grounded in strong non-profit practice
- Commitment from city to support plan/community and local donors
- Clear timeline on “transition”
- Building community support/trust *\* 2<sup>nd</sup> Top Priority*
- Community input to advisory group

### Question #2

- Nature of programming (teenage) \$:vol.
- Assessable to community \$ *\*2<sup>nd</sup> Priority*
- Participation in programming
- Programming/children
- Strong arts ED program
- Mgt team that one trusts and believes in
- Volunteer outreach program

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- Partnerships/collaborations
- Gallery/venue accessible to local artist
- Well managed organization, visionary programs/results oriented \**Top Priority*
- Relevant community based programming \* *3<sup>rd</sup> Priority*
- Ask me!
- Identify the need and tell me how to be part of the solution, 2
- Broaden the target market: inclusive
- Don't betray the public trust, 5
- Programs reflect marketing and content
- Continual programming, 1
- Competitive rental rates
- Option for estate planning
- Comm. with boards and chambers
- Comm. outreach
- Appropriate mix of social and commercial value programming, 1
- Strong marketing theme, 1
- Stop criticism
- If the plaza did not have debt, 1
- Positive publicity and communication, 6
- Financial strategy to eliminate debt, 1
- More consistent approach to the arts by the city
- If the community supported the board
- If a group of community leaders met with the Mercury News to emphasize the successes of the plaza
- Support from the entire community not just Latino \*
- Stop using media to address conflict ex: attacks on Teatro Vision by MHC

Orange Team: Leader- Sal Alvarez

### **Question #1**

- Aggressive marketing to cities/ regions beyond S.J/ in San Jose ---> Cultural hub  
2
- Partner with schools for community service hours, 0
- Change admin w/ staff, 6
- Established experience with running arts facilities, 0
- Assess facilities (level set), 0
- Have goals evolved beyond capacity?, 0
- Prioritize goals to start w/ communities & then beyond, 2
- Residents arts program should come back (if not financial burden), 0
- Split O & M from program costs, programs should not be burden w/ operations at plaza, 0
- Have research facility for Heritage (genealogy +), 4
- Broaden access to other ethnic groups, 0
- Inflation must be factored in for utilities, 0
- Facilities rental should go beyond just theater, 1
- More local unknown artists should display art. Have a program, 2

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- More open & accessible to public- Hours of operation, 1
- Establish realistic outcome, 0
- Re-establish volunteer database that is community supported, 4
- Creating paying membership ( like Y)- special discount/access to paying members, 3
- Have (TOT) that matches membership program, 0
- Be creative in using facilities that will bring revenue (ex: parking lot, portables & rent to cbos' for space, 3
- Fiscal mgt. model/ expenses/ revenues for everything (even car washes), 0
- Develop Advisory Board for the entire mission/vision, 1
- Teatro Vision pay market rate, 0
- MHC work with City on weekly basis on operations & programming, 0
- Create "main street" Redevelopment with walk able shops & create foot traffic to support plaza, 6

### Question #2

- Create opportunities for community to give time/talents for programming, 0
- Corporate grant writing that leverages local expertise (university students) teach local programs, 1
- Volunteering as Resources, 0
- Board supports community, supports programming (ex: teatro vision), 0
- Legitimate, real outreach to community, 1
- Need to ask, 0
- Have school bases campaign to teachers to donate \$, time for programming, 0
- Broaden multicultural base to support/provide programs @ plaza, 0
- Use City facilities to advertise programs, 1
- Have steering committee/ fund development w/ accountability, 0
- Programs were going to youth art programs to give youth a safe place to go, 0
- Set funding goals for board members, 0
- Publish funders /contributor, 0
- Grass roots base of fundraising that serves local area, 0
- Quarterly or biannual goals for board aligned w/ community expectation communicated openly, 0
- Re-instate youth programs that use facility to advance talent (weekly, monthly performances) regular performances w/ schools etc., 7
- Create program specific donor-programs w/ community access, 0
- Distinguished speakers series that gets to youth career goals, 0
- History lessons about local economy, 0

## ATTACHMENT A

### List of Attendees

First Name	Last Name		
Char	Chrisman	Mignon	Gibson
Lilia	Aguero	Barbara	Goldstein
Richard	Ajluni	Antonio	Gomez
Ben	Arendez	Sandra	Gonzales
Maria	Avalos	Guadalupe	Gonzalez
Cindy	Avitia	Gonzalo	Gonzalez
Rudy	Ayala	Ruth Turnstall	Grant
Don	Ballesteros	James	Grishaw
Emiliano	Banderas	Hector	Guerra
Hortencia	Barba	Sharon	Gustedson
Obderlia	Barba	Cesar	Hernandez
Reynaldo	Barrioz	Roy	Hirabayashi
Olinupia	Basba	Sam	Ho
Amelia	Bautista	Carmen	Johnson
Leon	Beauchman	Linda Ramirez	Jones
Rudy		Diem	Jones
Guerrero	Belluomini	Deborah	Jungels
Mike	Bliss	Martha	Kanter
Jim	Boales	Dennis	King
Esther	Camacho-Dareau	Andrew	Kornblatt
Barbara	Cassin	Josie	Lepe
Alcario	Castellano	Bud	LoMonaco
Carmen	Castellano	Fernando	Lopez
Aurora	Cepeda	Jose Sandoval	Lopez
Rogelio	Cervantes	Charles	Lostaunao
Frank	Chavez	Raul	Lozano
Jonathan	Clark	Concepcion	Manqueros
Roi	Davis		Marcoicla-
Paula	Davis	Anna	Harshbarger
Maria	Dela Rosa	Marce	Maria
Margaret	Diaz	Elisa	Marina Riordo
Lidia	Doniz	Hutzilin	Matz
Janet	Espinoza	Frank	Mendila
William	Faulker	Olivia	Mendinla
Debra	Figone	Rose	Mendoza
Perla	Flores	Michael	Mendoza
Sofia	Fojas	David	Miranda
Margie	Gaeta	Perry	Mistry
Rudy	Garcia		Mitlalpilli
Helen	Garza	Carmen	Montano
Andes	Garza	Hilbert	Morales
Betty	Garza	Jess	Moreles
Danny	Garza	Janet	Muscio
		Tim	Nguyen

## ATTACHMENT A

Rebecca	Ocorzo	Hermelinda	Sapien
Abia	Oliva	Maria	Schabbing
Juan Antonio	Perez	Henry	Schiro
Barbara	Perez-Diaz	Linda	Snook
Hector	Quintana	Mary Jane	Solis
Ed	Rael	Joseph	Soltero
Samuel	Ramirez	Ben	Soriano
Christian	Ramirez	Albert	Tabares Jr.
Monica	Ramos	Raymundo	Talavera
Lidia	Reguerin	Rudy	Tengs
Rosa	Revuelto	Darlene	Tienes
John	Rialson	Jessica	Torres
Carlos	Robinson	Yolanda	Treuno
Rudy	Rodriguez	Adrian	Vargas
Joe	Rodriguez	Eufracio	Vargas
Jeff	Ruster	Mo.	
Laila	Sahagun	Magdalena	Vazquez
Danielle	Saldivar	Carlos	Velazquez
Ignacio	Salmeron	Gil	Villagran
Gustavo	Sanchez	Fred	Yepiz
	Sanchez	Fernando	Zazueta
Rodolfo	Sanchez		
Jose	Sandoval		

## ATTACHMENT B

Community Visioning Meeting  
August 23, 2007

### Top Ten Ideas for Implementing the Vision

1. E. Facility, operational and marketing improvements (230)
2. I. Strengthen coordination with Mexico or outside organizations for fundraising (186)
3. A. Community Space for activities, meetings and classes (167)
4. G. New/increased funding structure (147)
5. B. Arts programming (145)
6. D. Strengthen surrounding neighborhoods and businesses to bring the Plaza more business and investors (120)
7. C. Cultural programming (108)
8. H. Addition of retail to the Plaza (49)
9. F. Partnerships with schools (45)
10. J. Revamp the fee structure (34)

### Individual Ideas and Ranking

Ranking	Idea/ Suggestion	# of Votes
A	Space for community meetings for associations	33
H	Open air markets	33
G	City money dedicated for Plaza	32
E	More accessible and inviting to immigrants	30
D	Redevelopment support and expertise	29
G	Put to vote if city should pay 100% of budget	28
	Identify community leaders for board to have	
E & I	accountability	26
B & C	Latino film festival	26
B	Black Box/Practice space	23
	City must support the arts with programs and	
B	operational funds	23
G	Plaza get 40% of operating budget	20
I	Endowment	19

## ATTACHMENT B

B	Better support to resident arts groups	18
A	Bring back classes	18
D	Map community assets	18
D	Master Plan - Latin America District	18
E	Clean House - don't return calls	17
I	Focus on partnerships with businesses in tourism	17
C	More festivals associated to Mexican holidays	17
G	Generate revenue through corporate naming	16
A	Bring community to plaza	15
I	Creative partner with other organizations	15
G	Find finances to support free programming	15
D	RDA investment around the plaza	15
	Good partnerships for raising money for specific	
I	programming	14
F	Student events	14
I	Creative, mutual partnership for fundraising	13
C	Create "Olveras St." attraction	12
E	Improve physical layout	12
E	Structural deficiencies need to be addressed	12
G	Focus on funding	11
E	More welcoming feeling and make façade more inviting	11
A	Open, safe activities for children	11
J	Too expensive; open to public	11
E	Publicity/Marketing for programming	10
	City commitment to support arts organizations with	
B	proven track record	9
A	Connect to immigrant community	9
I	Exchange with other cities on advice	9
D	Identify competitive advantage	9
E	Marketing/Outreach	9
F	Schools need access to the theater	9
E	Term limits for Board of Directors	9
E	Too much stand alone building	9
J	\$10,000 for party rentals is too high	8
A	Constant programming	8
A	Improve outreach to children and families	8
E	More outreach	8
E	Need operating vision	8
I	Partnership with Mexico to bring in sponsors and artists	8
I	"Los Taqueros" on Board	7
	Balance revenue generation with access to affordable	
G	programming	7
C	History Museum	7
C	Quinceaneras	7
I	Sustained and sustainable membership drive	7
B & C	Accessing and utilizing local artistic and cultural	6

## ATTACHMENT B

### resources

E	Change in architecture design	6
C	Dia De Los Muertos centered at the plaza	6
G	Look at innovative ways to focus on operational costs	6
E	Outreach to community	6
J	Price of rental not market rate	6
B	Resident Art Program	6
B & F	School art programs	6
A	Senior Services at Plaza	6
G	City support for plaza	5
E	Community needs more information	5
C	Connect to Cesar Chavez and social justice	5
A	Consult with community	5
I	Corporate partners	5
E	Facilities Maintenance - lighting, up-keep, solar	5
A	Friday night at the plaza	5
E	No alcohol	5
A	Offer the community what the community wants	5
E	Proper marketing	5
B	Spaces for artist to "work"	5
I	Bigger venues to support	4
A	Classes	4
C	Dia De Los Muertos celebración	4
I	Endowment funds/Planned giving	4
I	Get wealthy Latinos to extend a hand	4
H	Inside plaza: shops, retail, restaurants	4
I	Lack of Latino philanthropy	4
F	More interaction with schools	4
C	More Mexican activities	4
F	More youth involvement	4
J	Sliding fee scale	4
G	Unrestricted money for the plaza	4
H	Venders in the plaza	4
F	Alliance with colleges	3
E	Better way to let the community know what is going on	3
E	Business plan that is effective	3
H	Cafeteria, Sales of artifacts	3
E	Communication plan	3
D	Create more facilities for the community on Eastside	3
A & C	Cultural and practical classes	3
B	Day activity dedicated to the different arts	3
D	Downtown needs to connect to plaza	3
F	EUSD partnership	3
I	Go after small businesses	3
A	Language diversity of programming	3
A	More classroom space	3

## ATTACHMENT B

D	Partner with other events in E. San José	3
I	Partnership with local business	3
D	Promote more economical development plan	3
C	Push culture it out to other communities	3
D	RDA support for local businesses	3
A	Resource Library	3
	Stronger relationships with plaza and resident arts	
B	groups	3
E	Study how to generate more revenue	3
A	Utilize skills of the community	3
A	Use plaza as venue for business meetings	2
B	Access to rehearsal areas	2
J	Art exhibits \$10	2
B	Art groups to make it a home base	2
E	Better use of facility	2
I	Collaboration with library	2
F	Community College partnerships	2
A	Community fiestas	2
A	Community meeting place	2
B	Concerts	2
A	Cooking classes	2
E	Design flaw/More maintenance	2
D	Focus on business expenses	2
I	Fundraising with volunteers	2
D	Gateway to the Eastside	2
D	Generate operational dollars	2
I	Get Mexican Consulate to get involved	2
D	Improve surrounding areas	2
A	Include all of community	2
I	Lobbyists to look for funding	2
B	Longer hours for gallery time	2
C	Mariachi Festivals	2
I	Mexican Consulate	2
I	Mexico based performing arts	2
A	Monthly events	2
A	More classroom space	2
C	More education about Mexico	2
E	More regular programming of events	2
D	Off site programs	2
E	Open after 5:00 pm	2
J	Prohibitive for community to rent space	2
D	RDA to continue development in Alum Rock	2
A	Re-affirm plaza an institution of the community	2
G	Resources/Financing by taxing	2
H	Restaurants	2
E	Revenue-experienced professional staff	2

## ATTACHMENT B

E	Solid programming (city funding)	2
A	Spanish Classes	2
E	Structure organization	2
B	Take advantage of incoming musicians	2
I	Team dedicated to the plaza	2
E	Tent over plaza area for winter events	2
B	Theater - Youth programs for knowledge	2
E	Unionizing	2
A	Allow flexible use	1
B	Author presentations	1
C	Be part of activity that exposes to Mexican culture	1
D	Bond to develop Alum Rock	1
G	Budget for programming	1
D	Building across streets	1
H	Building retail space	1
E	Building turns back to street	1
D	Business development necessary	1
B & C	Center in the region for arts and culture	1
D	Close Alum Rock	1
I	Committee of volunteer community members	1
A	Community focus need to be job #1	1
A	Competitions for kids	1
A	Corporate meetings	1
C & H	Cultural retail	1
A	Diverse activities that bring revenue	1
I	Encourage partnerships	1
I	Fundraising capacity to offer programs	1
I	Go international for best practices	1
I	Host Hispanic/Mexican enterprises	1
E & A	Improve appearance, offer programs	1
C	Little Portugal District	1
J	Make fundraising events accessible	1
A	Meetings in the community	1
I	Membership to the plaza	1
B	Neighborhood artists	1
E	Operating matrix	1
E	Parking	1
I	Plaza benefiting from valley's money	1
I	Professional Support	1
H	Provide healthy foods	1
I	Raise money from unions	1
E	Review Business Plan again	1
E	Too dark at night	1
E	Use varied marketing tools	1
B	Visual performing arts	1
I	Volunteerism	1

## ATTACHMENT B

B	Workshops around arts for local artists	1
	A welcoming feeling	0
	Active American partnership for money	0
	Artists gathering place to share ideas	0
	Aztec Dancers	0
	Broaden definition of art	0
	Calendar/Consistency of programs	0
	Center for culture and commerce	0
	Clean up Kragen's	0
	Coffee break in library	0
	Community contribution to the plaza	0
	Community Involvement - Elderly Engagement	0
	Computer Labs	0
	Connect with specific groups in education	0
	Cross work	0
	Cultural Center focused on state education	0
	Describing needs of community	0
	Economic development to help pay off plaza debt	0
	Feel welcome to "Just gather"	0
	Financial overhead to meet	0
	Focus/more access to neighborhood surrounding	0
	Free uses like Day of the Dead	0
	Fund development	0
	Get money from city to help	0
	Get rid of dirt in front	0
	Grants	0
	Have big events that reflect the authentic heritage	0
	Health Programs/Education	0
	Identify pattern of events	0
	Image/Marketing bars businesses to approach	0
	Improving Board of Direction	0
	La Paz connection	0
	Larger mapping areas	0
	Look at La Pena in Berkeley as a model	0
	Make a bridge for gateway	0
	Make accessible to non-profits	0
	Membership to the plaza	0
	More available to community	0
	More daily use	0
	More Professional - Rental quotes	0
	More variety	0
	Name change	0
	Needs more help from city on maintenance	0
	No farmers market that resembles Mexico	0
	No need for fundraising if facility is rented out	0
	Not lose the Mexican Heritage	0

## ATTACHMENT B

Not only "pie" events	0
Not used as a public building, like a park	0
Old Mexico music at night	0
On bus line - Clean up corners	0
Operational money from City of San José	0
Processes with immigrants from Mexico	0
Protect neighborhoods	0
School Plays	0
Show artwork to community	0
Signage	0
Subscription campaign	0
Survey	0
Talk about community needs	0
Team with San José advertising	0
Walk able community	0
Want phones answered	0
Want plaza at Story and King	0
What resources do we have	0

## ATTACHMENT B

### List of Attendees

Olivia Soza Mendiola	Catherine Gonzales
Mike Rodriguez	Betty Martinez
Martha Kanter	Teresa Castellanos
Analisa Escobedo Perez	Arturo Gimea
Judy Soito	Daniel Reyes
David Lopez	Arlene Sagun
Joe Nied	Rosa Perez
Scarlett Li Lam	Margaret Southerland
Sharon Gerslafon	Carlos Perez
Margarita Rueda	Mary Ann Ruiz
Maribel Alvarez	Edelmira Mendoza
Calinto Manriquez	Fernando Lopez
Chris Arriola	Ramona Trujillo
Barbara Lynn	Ernie Trujillo
Enrique Morales	Geraldine Padilaa
Marie Maria	Jim Gonzales
Frank Chavez	Karl Soltero
Elsie Aranda	Louie Rocha
Tom Borrap	Linda Snook
Carmen Johnson	David Snook
Blanca Alvarado	Michael Bernier
Martha Campos	Dan Ballestinis
Baltargard Basieu	Sonio Alvarez
Sara Jane Reynozo	Jessica Torres
Gil Hernandez	Nick Petredis
Maria DelaRosa	Elisa Alvarado
Paula Jimenez-Cornejo	Jamee
Luisa Chavarin	Jose Salcido
Dennis King	Raul Lozano
Eliete Pizzo	Lisa Jensen
Muchal Mendoza	Richard Ajluni
Patrick Carrillo	Ron Mayorea
Mario Campos	Jess Morecers
Karen Park	Rachel Macias
Elise Jvarez	Carlos Velazquez
Elisa Medina	Dianne Vega
Mario Sanchez	Jesus Rios
Aaron Resendez	Atila Salazar
Salvador Bustamante	Carlos Singh
Michelle Valdez	Sonya Casares
Cesar Plata	Frank Ruiz
Scott Strickland	Ruth Grant
Phaedra Ellis-Lampkins	Virginia Murillo
Steve Mangold	Joe Rodriguez

## ATTACHMENT B

Norma Martinez  
Roi Davis  
Sylvia Ortiz  
Raul Navarette  
Carmen Castellano  
Andrea Villasenor-Perry  
Reymundo Espinoza  
Kerri Hamilton  
Robert Hamilton  
Xavier Campos  
Consuelo Yepiz  
Fred Yepiz  
Tamara Alvarado  
Henry Barrieartos  
Darlene Tenez  
Lissa Jones  
Guadalupe Ortiz  
Leticia Martinez  
Fernando Zazueta  
Hector Guerra  
Adrian Vargas  
Anna Licea  
Steve Robles  
Marcela Davison Aviles  
Marco Chavez  
Kimberley Rocha  
Mike Alvarado  
Dave Eisbach  
Roy Hirobayashi  
Guadalupe Bellavance  
Charles Norwood  
Carmen Montano  
Bud LoMonaco  
Victor Zaballa  
Naomi Lopez  
Jim Boales  
Marilyn Guida  
Becky Lerma  
Hirbert Morales (Gang Task  
Force)  
Jaime Alvarado  
Jose Peralez  
Jackie Kim  
Peirondo Rangel  
Minerva Detrinidad  
Jacob Vega Canota  
Javier Salazar

Leticia Hernandez  
Hector Villegas  
Gina Hernandez Clarke  
Marvin Bamburg  
Miguel Olivo  
Mandy Llamas  
G Rodriguez  
Capt Richard Calderon  
Jan Shriner  
Ana Maria Ramirez  
Dolores Gatherwright  
Sylvia Perel  
Deldep Medina  
Victor Cristobal  
Abia Oliva  
Jose Soto  
Joe  
J. Manuel Herrera  
Juan Mendoza  
Ahcario Castellano  
Maria Schabbing  
Pablo Viramontes Sr.  
Emily Ortega  
Felipe Juarez  
Maria Juarez  
John  
Gina Gates  
Anne-Marie Eileraas  
Lupe Aguilar  
Rosa Campos  
Rudy Garcia  
Marc Luisa Calmonares  
Francisco Rios  
Jaime Contreras  
Claudia Avila-Martin  
Marisol Zavaleta  
Jane Przybysz  
Linda Mendez-Ortiz  
Tom Fredericks  
Jennifer Chavez  
Luis Gova  
Maria Michel  
Sandra Soto  
Danny Morales  
Pete Carillo